Newfoundland and Labrador
PUBLIC SERVICE COMMISSION

ANNUAL REPORT
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1987-88

90-05607/

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PUBLIC SERVICE
COMMISSION

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Office of the Chairman

The Honourable David Gilbert, M.H.A.
Minister
Department of Works, Services
and Transportation

Pursuant to Section 18 of the Newfoundland Public Service Commission Act, I have the honour to submit to you the Annual Report of the Newfoundland Public Service Commission for the Fiscal Year ended March 31, 1988.

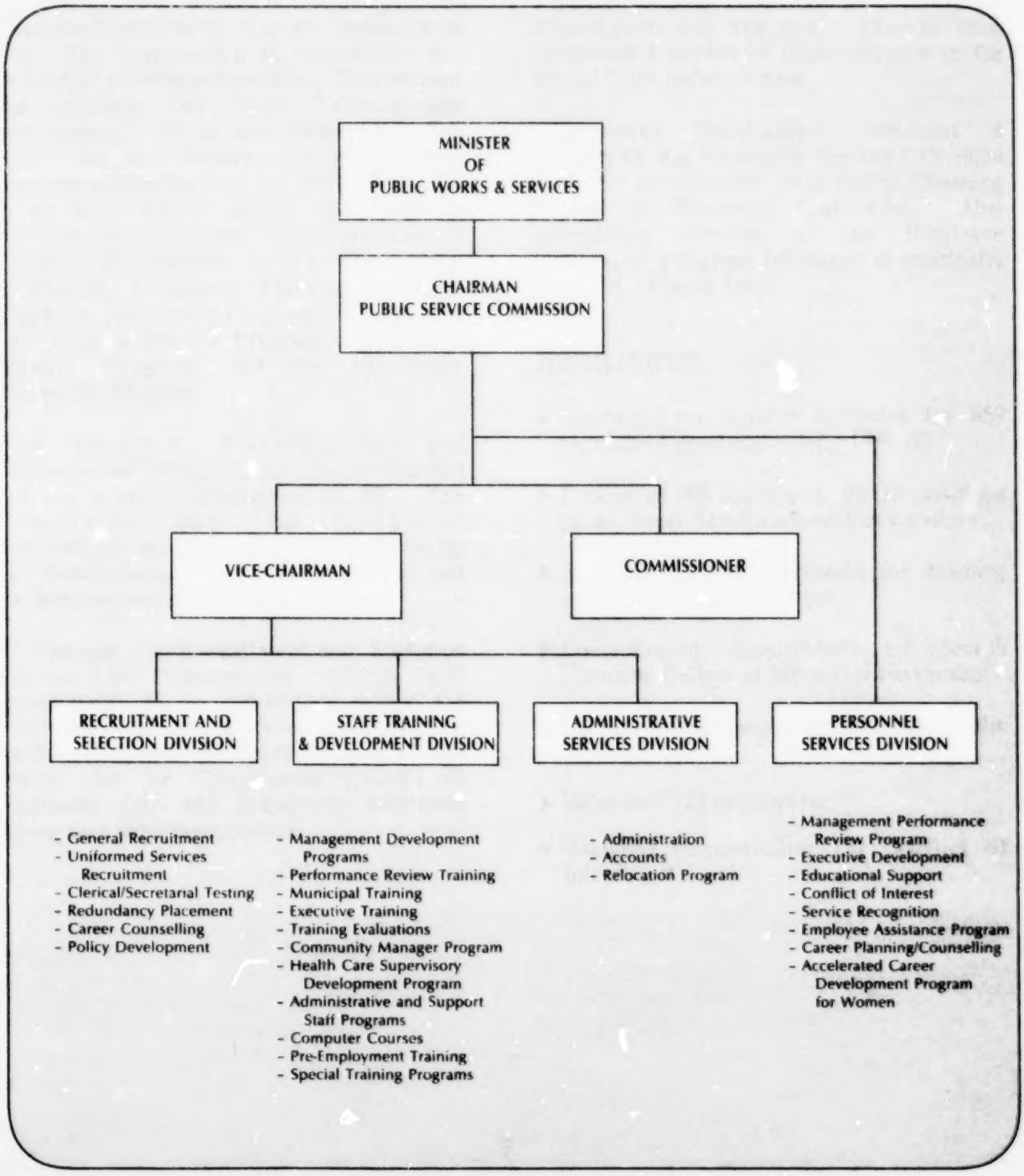
May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work and dedication of our staff.

GILBERT PIKE
Chairman

/lb

August, 1989

Newfoundland Public Service Commission
Functional Organization Chart
March 31, 1988



INTRODUCTION

The Newfoundland Public Service Commission was established by Statute in 1973 and operates under the authority of the *Newfoundland Public Service Commission Act*. The Commission is responsible for two major personnel functions: Recruitment and Selection and Staff Training and Development. It is also responsible for other human resource programs and services consistent with the intent and scope of the Act. These include: the Executive Development Program, Administration of Conflict of Interest Policy for Public Employees, Personnel Planning Projects, Employee Assistance Program, Management Performance Review Program, Educational Support Program and the Employere Relocation Program.

A Chairman, Vice-Chairman and Commissioner comprise the Commission and oversee a staff complement of 37. The Commission has four Divisions: Recruitment and Selection, Staff Training and Development, Personnel Services, and the Administrative Services Division.

Through the Recruitment and Selection function the Commission ensures that appointments to or promotions within the Public Service are made on the basis of merit. Established policies and procedures ensure that the Commission affords all applicants fair and reasonable treatment during this selection process.

Through its Staff Training and Development activity the Commission supports human resource development in Departments and Agencies. This Division undertook a number of major projects in the Fiscal Year under review.

Executive Development remained a priority of the Personnel Services Division with the appointment of a fourth Channing Fellow at Memorial University. Also counselling services of the Employee Assistance Program increased dramatically during the Fiscal Year.

HIGHLIGHTS

- Conducted recruitment activities for 859 permanent positions during 1987-88.
- Processed 985 applicants for 10 positions in the Royal Newfoundland Constabulary.
- Sponsored 3604 participants for training and development activities.
- Co-ordinated appointment of fourth Channing Fellow at Memorial University.
- Recognized 590 employees for their public service.
- Relocated 112 employees.
- Assigned responsibility for Conflict of Interest. ■

RECRUITMENT AND SELECTION DIVISION

Under the Public Service Commission Act the Commission has the mandate to conduct the recruitment of qualified candidates for permanent positions for all Government Departments and designated Agencies. The Commission must ensure that all appointments are based on merit and the most suitable candidates are selected for public service employment. Only candidates who are able to demonstrate possession of the required levels of job knowledge, abilities and personal suitability are recommended to Departments and Agencies for final selection. The Commission is not responsible for the filling of temporary, part-time or contractual positions or those which are the responsibility of the Lieutenant-Governor in Council. On occasion however, the Commission is requested to assist in the filling of these types of vacancies.

The Recruitment and Selection Division is responsible for the following activities:

- Staff Recruitment for Departments and Agencies
- Recruitment for the Uniformed Services
- Re-employment of Employees affected by Redundancy or work related injuries
- Policy Development
- Career Information
- Specialized Recruitment

STAFF RECRUITMENT

Departments and Agencies

Recruitment activities include the filling of positions by advertising vacancies either within the Public Service or through public advertisements. Following the advertised closing date of the competition, all applicants are impartially assessed through a structured candidate selection process. This process includes screening of applications, administering tests, conducting formalized job interviews and checking references. Once reference checks are completed, the Commission recommends, in order of merit, up to three candidates for appointment. The Deputy Minister of the Department then appoints the successful candidate(s) from this recommendation.

During FY 1987-88, the Commission recommended candidates for appointment to 859 permanent positions. Appendix A on page 22 highlights the Division's recruitment activity by showing the numbers of applicants, interviews and male-female appointments during the Fiscal Year. Appendix B provides a breakdown of competitions on a Departmental basis over the last three Fiscal Years while Appendix C shows the total number of competitions and the average number of applicants per competition over the same period.

CLERICAL/SECRETARIAL RECRUITMENT

The Public Service Commission has developed and administers a range of skill tests for entry level clerical and secretarial positions.

RECRUITMENT AND SELECTION DIVISION

Given the high degree of interest in these positions by the general public, the Commission conducts testing on a regular basis throughout the year.

This testing is conducted throughout the province utilizing facilities of the various community and private colleges and the Fisher and Cabot Institutes. Candidates who successfully complete the various tests are placed in an Applicant Inventory and are referred to Departments and Agencies when clerical and secretarial positions become vacant.

Statistical information on this recruitment activity can be found in Appendix D on page 25.

During the year, a computer system was installed which increases the efficient and effective placement of clerical and secretary personnel. The system also provides related statistical information on a timely basis.

RECRUITMENT FOR UNIFORMED SERVICES

At the request of the Department of Justice the Commission conducts recruitment for all branches of the Uniformed Services: the St. John's Fire Department, the Adult Corrections Division and the Royal Newfoundland Constabulary.

The Commission selected 10 cadets from the 1987/88 Police Recruit Competition to attend the Atlantic Police Academy. The table below shows a comparison of the results of our Recruitment and Selection activity for the Royal Newfoundland Constabulary during the year under review and during FY 1986-87 and FY 1985-86.

Royal Newfoundland Constabulary	No. of Applicants	No Shows	Applicants Tested M	Applicants Tested F	Recommended for Training M	Recommended for Training F	Recommended for Training T
YEAR							
1985-1986	1829	459	1176	194	32	2	34
1986-1987	1649	494	976	179	13	2	15
1987-1988	985	387	495	103	8	2	10

Candidates for appointment to these positions are assessed by a Selection Board which administers entrance examinations, fitness tests, personal interviews, medicals, and conducts extensive reference checks.

No recruitment activity took place for Her Majesty's Penitentiary or the St. John's Fire Department during the year under review.

RE-EMPLOYMENT OF EMPLOYEES AFFECTED BY REDUNDANCIES OR WORK RELATED INJURIES

Government's redundancy policy provides that a position may be abolished by the Lieutenant-Governor in Council. Under this policy, a phase out of a program or the realignment of a job function, results in positions being declared redundant.

In keeping with Government's objective to assist employees affected by redundancy obtain other positions in the Public Service and to avoid premature loss of competent and qualified personnel, the Public Service

RECRUITMENT AND SELECTION DIVISION

Commission was assigned certain responsibilities in this area. These responsibilities include the authority to waive job competitions to allow for the re-employment of affected persons.

The Commission is involved on a continuing and priority basis with Departments in order to minimize the effect of a declaration of redundancy.

As part of its efforts to assist the Department of Social Services in the phase out of Exon House, the Commission placed 17 Exon House employees from the Re-employment Priority List. In addition, the Division addressed the declared redundancy of 5 other positions.

CAREER INFORMATION

Within the limitation of its present staff complement, the Recruitment and Selection Division provides job counselling services to Public Service Employees and members of the general public. As part of its efforts the Division promotes Public Service employment through participation at Career Days in various High Schools and through information sessions.

SPECIALIZED RECRUITMENT

Increasingly, Departments and Agencies are requesting the Public Service Commission to undertake, on their behalf, the recruitment of executive personnel. In this Fiscal Year, the Commission was pleased to assist in the recruitment of 6 executive positions.

STAFFING STANDARDS

During Fiscal Year 1987 - 88 the Commission introduced a new method of applicant evaluation. This system requires the Staffing Officer, with the Departmental Representative, to conduct an analysis of the duties of the position, identify the essential job skills and knowledge and determine the means of assessing applicants. The process, which is similar to staff selection systems used by a number of major public sector employers in Canada, ensures candidates are assessed only against actual job related requirements.

DELEGATED STAFFING AUTHORITY

The Newfoundland Public Service Commission Act provides that the Commission, at its discretion, may delegate its recruitment authority for specific positions to Departments and Agencies. In accordance with this authority, 80 positions were filled by Departments and Agencies during FY 1987-88 compared with 109 positions during FY 1986-87. The following is a list of Departments and positions filled:

DEPARTMENT	POSITIONS FILLED
Career Development and Advanced Studies	4
Health	12
Public Works and Services	39
Transportation	25

During the Fiscal Year the Commission revised its procedures for delegated staffing authorities and signed a delegation agreements with one Department. ■

STAFF TRAINING AND DEVELOPMENT DIVISION

This Division maintained the same high level of programming activity in FY 1987-88 as in the previous Fiscal Year. Continued high demand for supervisory development programs, microcomputer training and occupational health and safety training accounted for this level of activity. During the Fiscal Year, 3604 public servants, health care managers and supervisors and municipal administrators attended Commission-sponsored courses and programs. Program highlights include:

- Core Program
- Management Development Projects
- Professional Development Initiatives
- Special Programs and Projects
- Supervisory Development Programs (Health Care System)
- Data Processing Training

CORE PROGRAM

Continued efforts at improving current approaches to staff training efforts in the Public Service resulted in increased programming with the management and supervisory groups as well as the administrative and support staff category. The Commission also placed considerable emphasis on increasing the frequency of course offerings in the regions of the province while attempting to ensure the relevancy of these offerings. During the year the Commission established an Advisory Committee representing the employees in the Western Region of the province. The Commission also entered into ongoing dialogue with the management groups in two other regions. The objective was to create effective mechanisms to focus the efforts of Commission staff who deliver training programs and services outside the St. John's area.

MANAGEMENT DEVELOPMENT PROJECTS

Special funding in this area enabled the Commission to continue to support individual management employees on a wide range of external training events. The Commission also utilized this funding to engage resource personnel to conduct in-depth training sessions for a number of management employees. Examples included a week-long seminar for seventeen arts administrators and managers and a four day **Human Resource Management Course** for over sixty managers of the Department of Social Services.

The Commission continued its co-operative efforts with Memorial University during the year to draw upon its resources to enrich the Public Service. The Commission selected four managers to attend the University's Annual two week **Management School.** As well, joint discussions with the School of Business at Memorial University resulted in a major Productivity Survey of the management group. Ten Deputy Ministers and Agency Heads agreed to the participation of their

management employees in the study. Out of 800 managers in the survey, 578 management personnel completed and returned a detailed questionnaire to the research team at the University. The team has since held individual meetings with each of the ten Department Heads to provide specific data and insights on the attitudes and reactions of the Department's management group on a wide range of issues.

PROFESSIONAL DEVELOPMENT INITIATIVES

In co-operation with the Federal Public Service Commission the Commission successfully re-offered a week long **Cost Benefit Analysis** course. Twenty-three industrial development officers, central agency analysts as well as a number of geologists and engineers completed the course. Similarly, through collaboration with the local Regional Office of Statistics Canada the Commission conducted one and three day long seminars on **Survey Methods and Questionnaire Design** for policy analysts and program officers.

As in the previous year, the area of **Effective Presentations** remained a major training priority. Commission staff conducted six sessions in **Effective Presentations** for a variety of professional groups.

SPECIAL PROGRAMS AND PROJECTS

Following careful analysis and participant selection, the Commission, in conjunction with the Comptroller General's Office, offered a seminar on **Writing Policy and Procedural Manuals.** Twenty-four systems analysts and administrative staff, responsible for the development of policy and procedural manuals, attended the course. The Commission is now engaged in the development of an internal seminar on **Manuals Development** to offer on an on-going basis.

In response to a special request from the Department of Energy the Commission offered offering an intensive twenty session program on **Econometrics** for professional staff in this Department as well as several external agencies. The course assisted the Department in the implementation of a computerized energy demand model for the province. It provided advanced training to these staff to assist them in manipulating and interpreting their data base and to refine the model further over time.

SUPERVISORY DEVELOPMENT PROGRAMS

This training area continued to emerge as a major training priority for the Commission's training staff. In the Fiscal Year the Commission initiated a five seminar series in **Supervisory Development** for the Newfoundland Hospital and Nursing Home Association for sixty of their supervisors. This group completed their training during FY 1987-88 at three regional training sites. Another group of sixty supervisors has now entered a second offering of this Program.

STAFF TRAINING AND DEVELOPMENT DIVISION

During the year the Department of Social Services approached the Commission to create a **Supervisory Development Program** for the Program Co-ordinators in that Department. The Department identified the Program as both a human resource planning and an employment equity initiative. The positions occupied by these employees are in the main feeder positions for management positions. These positions are currently female-dominated, however, the full Program is open to all Program Co-ordinators, both male and female.

DATA PROCESSING TRAINING

In the FY 1986-87, 786 public servants attended data processing training courses. In FY 87-88 this number rose to 1106, an increase of 40%. This is an area of training that directly impacts employee productivity and the successful implementation of microtechnology by Departments. An active Advisory Committee maintains close oversight of the course offerings in the data processing area.

During the Fiscal Year, the Government Purchasing Agency and the Newfoundland and Labrador Computer Services Ltd. approached the Commission to assist them in the implementation of a new major mainframe program. This program permits Departments direct access to a new data base which enables them to track their requisitions through to the purchase stage. The Commission helped develop a course which over seventy Departmental administrative personnel attended. The computer program is now fully operational.

The Staff Training and Development Division attempts to meet significant organizational training priorities as well as individual employee career needs. To accomplish these two objectives, the Division has to offer a high quality core curriculum in all regions of the province while remaining flexible and responsive to the development of training programs to meet organizational and Departmental program and operational requirements.

STATISTICAL SUMMARY

The numbers attending training courses in FY 1987-88 remained at a similar level as the previous Fiscal Year. In total, the Commission sponsored 3,604 participants from the Public Service, municipalities and health care institutions in 493 courses and seminars.

The number of personnel participating in data processing training in FY 1987-88 reached 1,106, a 41 percent increase over the previous year. For further information on the participation levels in Commission training and a six year comparison of the number of courses and participants, please refer to Appendix E and F on pages 26 and 27. Appendix G on page 28 provides a two year comparison of the number of courses and participants in the Management and Supervisory Development Programs of the Commission, including the level of participation of male and female management and supervisory personnel. ■

PERSONNEL SERVICES DIVISION

The Personnel Services Division is responsible for the development, administration and evaluation of a number of service-wide policies and programs in **Human Resource Management**. Its programs cover such areas as:

- Executive Development
- Educational Support
- Conflict of Interest
- Employee Assistance
- Service Recognition
- Career Planning/Counselling
- Performance Review for Management Personnel

EXECUTIVE DEVELOPMENT

In October, 1982 the Honourable the Premier announced the Executive Development Program as part of Government's commitment to the continuing development of the Executive Group. The program consists of the following elements:

Job Rotation
Interchange Assignments
Special Task Forces and Assignments
Appointments to Boards and Commissions
Training
Special Training Opportunities
Sabbaticals
Special Requests
Temporary Promotions and Assignments, and
James G. Channing Fellowship.

An Executive Development Committee comprised of four representatives from within Government and two from the private sector oversees the Program.

During FY 1987-88 the **Executive Development Program** continued to be very active. In August, 1987 the third Channing Fellow completed his tenure at Memorial University of Newfoundland and was subsequently appointed Registrar of the Supreme Court of Newfoundland.

The appointment of Mr. John McKillop, Deputy Minister of Mines, as the fourth Channing Fellow at Memorial University in September, 1987 reflected Government's continued support and interest in this type of program.

The Executive Development Committee also sponsored a Deputy Minister on the **Public Executive Program** at Queen's University in June, 1987. The Committee plans to offer this opportunity to the Deputy Minister Group in the next Fiscal Year. In addition, two executives were sponsored on the seminar Accounting for the Non-Accountant.

EDUCATIONAL SUPPORT

To develop its own Human Resources and to decrease the necessity of out-of-province recruitment, Government authorized the Commission in 1981 to use its **Educational Support Program** combined with a recruitment component as a means of achieving these aims.

PERSONNEL SERVICES DIVISION

This Program uses a Human Resource planning approach to staff "hard to fill" positions in the Public Service. It also provides support to employees while they are pursuing training or studies to meet the requirements of priority programs in their Departments and Agencies.

The focus of the program in FY 1987-88 continued to be positions for which recruitment was difficult. Educational Support Proposals were developed so that personnel currently employed in the Public Service could be trained for these positions. Public servants who received educational support are required to sign a return to service agreement for three times the period of educational leave.

Six educational support proposals were approved during the Fiscal Year as follows:

DEPARTMENT	COURSE OF STUDY	LOCATION
Forest Resources and Lands	Work Study Technology	Harry Mitchell College, Nottingham, England
Culture, Recreation and Youth	Master's in Wildlife Management	University of Calgary
Health (2)	Bachelor of Applied Arts	Ryerson Polytechnical Institute, Toronto, Ont.
Health	Post Basic Speciality Training	Health Sciences Centre, St. John's
Health	Master's in Maternal/Child Health	Memorial University, St. John's

CONFLICT OF INTEREST (PUBLIC EMPLOYEES) REGULATIONS

In February, 1983 Government introduced the Conflict of Interest (Public Employees) Regulations for all public service employees. These Regulations are intended to provide guidance to public employees to ensure there is no conflict between the duties of their positions and their private interests.

The Regulations require employees to disclose in writing to the Head of the Department/Agency any business, financial or property interest that actually or potentially conflicts with or is affected by actions taken or decisions made by employees in the course of their offical duties.

The Regulations also set out measures Department Heads may take to correct a conflict of interest situation on the part of an employee. If the Department Head decides that there is a conflict of interest, there are a variety of options open to resolve the matter including:

- divestiture of the interests deemed to be causing the conflict;
- the cessation of external employment;
- internal transfer of the public employee;
- disciplinary measures including suspension and/or dismissal.

Department Heads, however, are obliged to consult with the Public Service Commission before taking any remedial action.

PERSONNEL SERVICES DIVISION

Although the Public Service Commission has an overall responsibility to provide advisory services and to disseminate information relating to the Regulations in order to ensure uniform standards of administration, Department Heads have the responsibility for the administration of the Regulations in their respective Departments. During the year Department Heads continued to consult with the Commission regarding possible conflict of interest situations that arose and to which the Regulations applied. During FY 1987-88 there was one appeal to the Conflict of Interest Appeal Board.

In June, 1987 the responsibility for the administration of the Conflict of Interest Act was transferred from the Minister of Finance to the Minister of Public Works and Services who subsequently assigned responsibility for its administration to the Public Service Commission. The Commission has an overall responsibility to disseminate information relating to the Conflict of Interest (Public Employees) Regulations.

In order to ensure consistency of application of the Conflict of Interest (Public Employees) Regulations throughout the Public Service, Government appointed in October, 1987 a Conflict of Interest Review Tribunal. This Tribunal is chaired by the Chairman of the Public Service Commission and has two other members: the President of the Institute of Fisheries and Marine Technology and the Associate Deputy Minister of Justice.

One major function of the Tribunal is to review the decisions of Permanent Heads prior to their rendering of decisions to employees. In addition, at the request of the Tribunal, Government authorized the appointment of a Committee to review the Conflict of Interest Act and Regulations as they relate to Public Employees. The Tribunal expects to submit to Cabinet a new Conflict of Interest Act and Regulations for Public Employees in the fall.

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program is a joint program of the Provincial Government and its Unions/Associations. Its objective is to provide confidential help for employees in the Newfoundland Public Service who are experiencing personal problems that may interfere with work performance.

The Employee Assistance Program permits employees to seek help voluntarily from the Program Co-ordinator. However, should work performance be affected the supervisor may refer the employee to the Co-ordinator. The Program functions primarily as an in-take and referral service that normally utilizes community-based helping agencies. It is founded on the assumption that employee well-being enhances morale and increases productivity in the workplace.

The Employee Assistance Program has been growing steadily since its inception in 1979. This growth has been most significant during FY 1987-88. A total of 126 government employees utilized the Program either as full-time participants or as occasional users seeking one or two

counselling sessions for a particular situation. Forty-seven participants successfully completed the program while 29 others will continue receiving assistance during FY 1988-89.

There were 136 specific problems identified and referred for assistance. These are as follows:

- Financial - 53
- Alcohol and Drug - 40
- Marital/Family - 36
- Emotional - 32
- Legal - 2

During FY 1987-88 the Joint Labour/Management Committee which oversees the Employee Assistance Program developed a promotional plan. This plan included the distribution of EAP Employee Handbooks to all government employees and the distribution of EAP brochures.

The Public Service Commission continues to provide two-day courses on proper referral procedures for supervisors and union representatives. The Program Co-ordinator delivered nine workshops with a total of 140 government employees attending and made ten promotional presentations.

SERVICE RECOGNITION

In 1980 Government introduced a Service Recognition Program in the Newfoundland Public Service to recognize the service of Public Servants at significant points in their careers. The presentation of standard pins and certificates identifying either 20, 25 or 35 years of service mark these milestones of an employee's career. In the case of retirement, however, the presentaion of a gift and certificate denotes the occasion.

During the Fiscal Year 235 employees received recognition under the Program's retirement provisions.

Listed in Appendix H on Page 29 are the names of 16 employees who retired during the Fiscal Year with 35 years of services or over. Under the Long Service Section 355 public servants were presented with certificates and pins as follows:

20 Years' Service - 239
25 Years' Service - 93
35 Years' Service - 23

CAREER PLANNING/COUNSELLING

The Career Development Program Unit, Personnel Services Division, was created in response to a recommendation of the 1985 Task Force Report on Affirmative Action.

The Unit is presently staffed by one Career Development Officer who during the Fiscal Year developed objectives and guidelines for the services the unit will offer. Also, during this time over 40 employees received counselling from the Career Development Officer. The majority

of these employees were females from the clerical, administrative group.

The Career Development Unit delivers workshops in **Career Planning, Resume Writing and Interview Preparation** on a regular and province-wide basis. Workshops in **Job Coaching** and **Orientation to Career Management** are presently being developed for delivery to management personnel in the various departments. Information on the job search process, career planning and educational institutions is available to employees. It is also planned to develop and provide a career information kit to employees to assist them in career planning.

The **Career Development Program for Women**, which was assigned to the Career Development Unit, completed its activities in June of 1987. This Program was evaluated by an outside consultant, whose report on the program was very positive and favourable in terms of the administration and the results achieved. The Consultant has recommended the continuation of this type of program for the clerical, administrative and secretarial group in the public service. ■

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division provides support services to the Commission, the Recruitment and Selection Division and the Personnel Services Division. It has registry as well as payroll, the purchasing and accounting activities of the Commission including Government's Relocation Program.

RELOCATION PROGRAM

The Public Service Commission is responsible for the administration of Government's Relocation Program which provides financial assistance for approved costs incurred by an employee in relocating from one location to another.

Employees are eligible to claim relocation expenses under the following circumstances:

- When transferred at the request of the Department.
- Upon promotion.
- On initial appointment to a permanent position within the Public Service an employee is eligible for reimbursement of 75 percent of relocation expenses.
- If the employee's position becomes redundant and a suitable position is found with Government in another location within 12 months or within the time frame specified in the applicable Collective Agreement.
- A Contractual Employee if it is stated in the Contract.
- Transfer of voluntary demotion to and from Labrador provided that the employee has not received payment for relocation expenses within the previous two years.

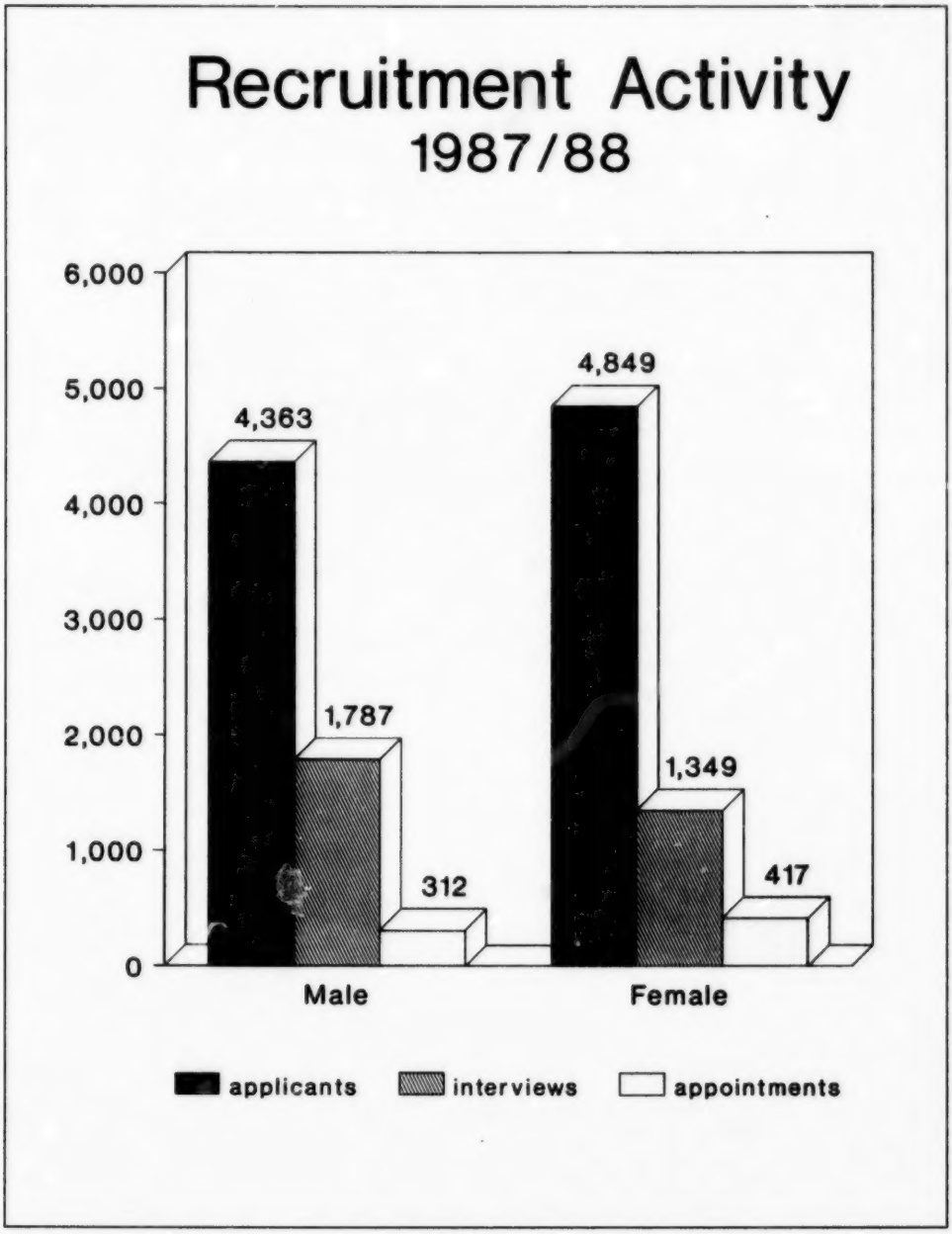
In FY 1987-88 the Commission relocated 112 employees at a cost of $627,105. A summary of these costs by relocation category is as follows:

Initial Appointments	47	$169,453
Transfers	37	$275,056
Promotions	27	$174,362
Involuntary Demotion		$ 8,234
	112	$627,105 ■

STATISTICS

Appendix A

RECRUITMENT AND SELECTION DIVISION



Appendix B

RECRUITMENT AND SELECTION DIVISION

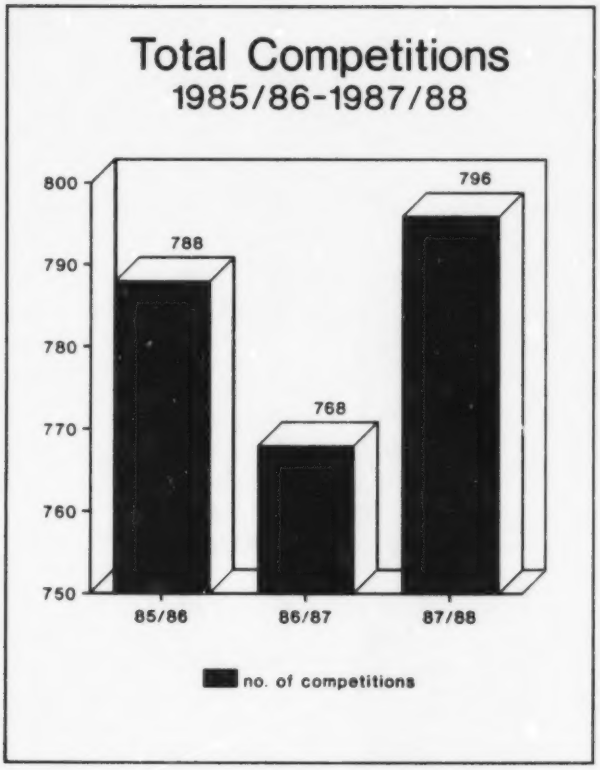
3 Year Comparison of Competitions by Department

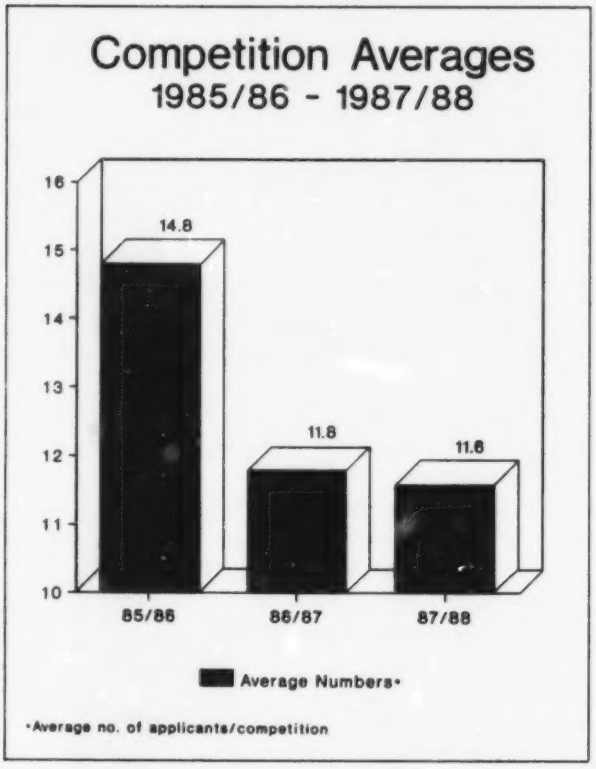
DEPARTMENT/AGENCY	85-86	86-87	87-88
Alcohol & Drug Dependency Commission	13	10	14
Auditor General	14	11	18
Bay St. George	2	1	-
Cabinet Secretariat	3	6	5
C.A. Pippy Park	-	-	1
Career Development and Advanced Studies	24	18	48
Consumer Affairs and Communications	20	16	11
Culture, Recreation and Youth	31	44	34
Development and Tourism	26	28	29
Education	18	27	25
Environment and Lands	20	22	19
Energy	23*	20*	9
Executive Council	-	-	2
Finance	34	36	29
Fisheries	17	23	12
Fisheries Loan Board	4	9	5
Fishing Industry Advisory Board	1	1	-
Forestry	24	41	34
Health	68	54	65
Intergovernmental Affairs	6	1	5
Justice	55	65	62
. Correctional Services	2	-	-
. Royal Newfoundland Constabulary	3	2	6
. St. John's Fire Department	5	3	-
Labour	18	20	14
Medical Care Commission	24	12	13
Mines	*	*	10
Municipal Affairs	14	5	25
Newfoundland Liquor Licensing Board	4	2	7
Newfoundland Public Libraries Board	11	10	13
Petroleum Directorate	7	16	3
Public Service Commission	19	7	3
Public Works and Services	41	39	37
Rural, Agricultural and Northern Development	46	47	34
Social Services	113	110	121
Transportation	67	51	67
Treasury Board Secretariat	11	11	12
Western Community College	-	-	4
TOTAL	788	768	796

* During the years of 85-86 and 86-87 the Department of Mines was combined with the Department of Energy.

Appendix C

RECRUITMENT AND SELECTION DIVISION





Appendix D

RECRUITMENT AND SELECTION DIVISION

Test Administered
Clerical/Secretarial Positions

Position	Total Tests Administered	Number Passed	Number Failed *
Clerical	771	310	461
Typing	703	577	126
Shorthand	159	103	56
Court Reporter	12	2	10
TOTALS	1645	992	653

** after 6 months candidates are eligible to re-write tests*

Positions Filled
Clerical/Secretarial Positions

Postion	Number	Permanent	Temporary
Clerical	46	28	18
Clerk Typist	85	45	40
Clerk Stenographer	73	39	34
Court Reporter	5	3	2
Word Processing Equipment Operator	27	12	15
TOTALS	236	127	109

Appendix E

STAFF TRAINING AND DEVELOPMENT DIVISION

Number of Courses, Participants and Person Days of Training for Fiscal Year 1987-88 By Program Area and Sex

Program Area	No. of Courses	No. of Participants	No. Males	No. Females	No. of Person Training Days
Executive Courses	4	45	40	5	35
Personnel Management Courses	33	475	325	150	1,097
Management Development Courses	13	140	98	42	345
Supervisory Development Courses	7	103	60	43	235
Administrative & Support Staff	15	220	44	176	373
Job Search Skills Courses	4	51	14	37	117
Computer Classroom Courses	56	341	119	222	683
Computer Assisted Instruction (C.A.I.) Courses	112	765	352	413	857.5
Occupational Health & Safety Courses	15	122	111	11	189
Special Interest Courses	30	463	272	191	619.5
Departmental Courses	21	274	183	91	763
Pre-Employment Courses	3	48	23	25	3,903.5
Municipal Training Courses	7	120	58	62	154
Newfoundland Hospital & Nursing Home Assoc. Courses	13	236	66	170	494
Certificate, Part-time, Correspondence & Night Courses	141	141	85	56	-
External Courses, Workshops and Programs	19	60	24	36	234.5
TOTALS	**493**	**3,604**	**1,874**	**1,730**	**10,100**

Appendix F

STAFF TRAINING AND DEVELOPMENT DIVISION

Number of Courses and Participants

By Fiscal Year 1982 - 1988

Fiscal Year	Number of Courses	Number Of Participants
1982 - 83	347	3226
1983 - 84	351	3104
1984 - 85	367	3094
1985 - 86	357	3005
1986 - 87	455	3729
1987 - 88	493	3604

Number of Courses and Participants in Data Processing Training

By Fiscal Year 1982 - 1988

Fiscal Year	Number Of Participants Classroom Courses	Number Of Participants C.A.I. Courses	Total Number Of Participants
1982 - 83	166	44	210
1983 - 84	149	142	291
1984 - 85	53	241	294
1985 - 86	148	142	290
1986 - 87	202	584	786
1987 - 88	341 (69% increase)	765 (31% increase)	1106 (41% increase)

Appendix G

STAFF TRAINING AND DEVELOPMENT DIVISION

Staff Training and Development Program
Management and Supervisory Course
Attendance

Fiscal Year	Number of Courses	Number of Participants	Number of Males	Number of Females
1986 - 1987	46	643	464 (72%)	179 (28%)
1987 - 1988	53	718	483 (67%)	235 (33%)

Staff Training and Development Program
N.H.N.H.A. Supervisory Development Course
Attendance

Fiscal Year	Number of Courses	Number of Participants	Number of Males	Number of Females
1986 - 1987	9	170	45 (26%)	125 (74%)
1987 - 1988	10	182	50 (28%)	132 (72%)

Appendix H

PERSONNEL SERVICES DIVISION

Public Servants who Retired in Fiscal Year 1987-88
Thirty-Five Years Service and Over

	Name	Years	Department
1.	Helen Rose	45	Forestry
2.	Catherine Spurrell	41	Education
3.	Urban Williams	40	Finance
4.	Carrie Sheppard	38	Environment
5.	Edward T. Metcalfe	38	Transportation
6.	Frederick M. Gosse	36	Social Services
7.	Hazen Clouter	36	Transportation
8.	Arthur Downey	35	Education
9.	Mona Rees	35	Education
10.	Pauline Corbett	35	Health
11.	Joyce Earle	35	Health
12.	James A. Mahoney	35	Newfoundland Liquor Licensing Board
13.	Harry T. Elson	35	Transportation
14.	Arthur L. George	35	Transportation
15.	Chesley Gosse	35	Transportation
16.	Alton G. Smith	35	Transportation